IMPERIAL VALLEY COLLEGE
SERVICE AREA PROGRAM REVIEW

DATE:	2/21/2014	
DEPARTMENT/PROGRAM:	Public Relations	
PREPARED BY:	Bill Gay Name	 Signature
AREA DEAN/DIRECTOR:	N/A Name	 Signature
AREA VICE PRESIDENT:	Victor Jaime Name	 Signature

IMPERIAL VALLEY COLLEGE
MISSION STATEMENT

The mission of Imperial Valley College is to foster excellence in education that challenges students of every background to develop their intellect, character, and abilities; to assist students in achieving their educational and career goals; and to be responsive to the greater community.

Institutional Goals
Educational Master Plan 2012-15
Approved by Board of Trustees May 16, 2012

Goal One (Institutional Mission and Effectiveness): The College will maintain programs and services that focus on the mission of the college supported by data-driven assessments to measure student learning and student success.

Obj.	Objectives for EMP Goal 1
1.1	Develop systems and procedures that establish the mission of the college as the central mechanism for planning and decision making.
1.2	Develop an institutional score card to assess student learning that drives integrated planning and resource allocation.
1.3	Develop systems and procedures to ensure that the college maintains a collegial and self-reflective dialogue that improves effectiveness.
1.4	Develop systems that are inclusive, cyclical, and understood by all stakeholders.

Goal Two (Student Learning Programs and Services): The College will maintain instructional programs and services which support student success and the attainment of student educational goals.

Obj.	Objectives for EMP Goal 2
2.1	Ensure that all instructional programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.2	Review program learning outcomes annually (or biennially) to assure currency, improve teaching and learning strategies, and raise student success rates.
2.3	Ensure that all Student Services programs, regardless of location or means of delivery, address and meet the current and future needs of students.
2.4	Ensure that all Student Services programs engage in a process of sustainable continuous quality improvement by annual review of Service Area Outcomes, annual Program Review, and Comprehensive Program Review every three years.
2.5	Ensure that the Library meets as closely as possible the "Standards of Practice for California Community College Library Faculty and Programs" of the Academic Senate for California Community Colleges.
2.6	Ensure that instructional labs continue to collaborate in sharing financial and human resources, thus maintaining continuous quality improvement.

Goal Three (Resources): The College will develop and manage human, technological, physical, and financial resources to effectively support the college mission and the campus learning environment.

Obj.	Objectives for EMP Goal 3
3.1	Develop and implement a resource allocation plan that leads to fiscal stability.
3.2	Implement a robust technological infrastructure and the enterprise software to support the college process.
3.3	Build new facilities and modernize existing ones as prioritized in the facility master plan.
3.4	Design and commit to a long-term professional development plan.
3.5	Raise the health awareness of faculty, staff, and students.

Goal Four (Leadership and Governance): The Board of Trustees and the Superintendent/President will establish policies that assure the quality, integrity, and effectiveness of student learning programs and services, and the financial stability of the institution.

Obj.	Objectives for EMP Goal 4
4.1	Review all Board policies annually to ensure that they are consistent with the College mission statement, that they address the quality, integrity, and effectiveness of student learning programs and services, and that they guard the financial stability of the institution.
4.2	Maintain a clearly defined Code of Ethics that includes appropriate responses to unprofessional behavior.
4.3	Ensure that the Board of Trustees is informed and involved in the accreditation process.
4.4	Ensure that processes for the evaluation of the Board of Trustees and the Superintendent/President are clearly defined, implemented, and publicized.
4.5	Establish a governance structure, processes, and practices that guarantee that the governing board, administration, faculty, staff, and students will be involved in the decision making process.

IMPERIAL VALLEY COLLEGE

SERVICE AREA PROGRAM REVIEW

I. **PROGRAM/DEPARTMENT DISCRIPTION** (include Vision; Mission; Services-Functions; Funding Sources Statement)

Mission: Our mission is to foster excellence in education by developing public support for IVC programs through establishment of mutually beneficial relationships and by providing internal and external communications tools to insure IVC is responsive to the greater community.

Services: The purpose of the Imperial Valley College Public Relations Plan is to increase the overall visibility and enhance the reputation of the college. IVC's Public Relations efforts are meant to develop two way communication with stakeholders, highlight the excellent education and dynamic services it provides to the community, market the college to increase enrollment and ensure the college's growth, prosperity and future. It is funding by the general fund with augmentation from grant resources on occasion.

II. **SERVICE AREA OUTCOMES** (use the attached form to identify outcomes, methods, assessment process, results, decisions & recommendations)

Not Applicable

III. **DATA** (use data pertinent to your program/department; include qualitative and quantitative data; survey-evaluation results; and other relevant data to assess program/department effectiveness)

Quantitative: There have been no quantitative community surveys administered since 2010. However, two major surveys were conducted in the past 10 years in connection with bond elections. A comparison of those surveys, taken in 2004 for Measure L and again in 2010 for Measure J, shows an increase in "negatives" although there is extensive community goodwill expressed about the work of IVC and that was proven in the overwhelming voter approval of Measure J. But in the 2010 survey, 26 percent of the respondents said IVC was headed in the "wrong direction" compared to 17 percent in 2004. Those who rated IVC's fiscal management as "Poor" increased from 8 percent in 2004 to 14 percent in 2010. Additionally, 11 percent in 2010 felt IVC was doing a "Poor" job serving the community compared to 5 percent in 2004. While the timing of the 2010 survey came during a time of fiscal upheaval throughout the country, the negatives need to be monitored and continually evaluated.

Since the 2006-07 Academic year, the Public Relations/Marketing budget has been reduced by more than half. In 2006-07, the budget was $159,524 of which $36,252 was designated for advertising. In this current year, the budget was $74,446 of which $19,700 was budgeted for advertising.

Qualitative: In the fall of 2013, IVC held 13 community meetings throughout its service area, including two of them on campus. The purpose was to monitor community perceptions of the college. While we received many favorable comments, there were a number of comments made

that focused upon outreach, and sometimes lack thereof. Attached are notes from the Visioning meetings that addressed outreach issues:

IV. **ANALYSIS** (evaluate the strengths, challenges, opportunities and needs of your program/department; provide thorough interpretation of data; use the attached form to list previous objectives/goals and associated Institutional Goals; state if met, partially met, or not met for each one; give detail on any improvements/effectiveness and detail on status on those not fully met.)

Based upon input from Visioning, IVC has many Public Relations strengths, the most important of which is a strong reservour of community goodwill. This was evident throughout the Visioning process as well as in data from pervious surveys as well as success of teo recent bond elections. In terms of challenges and opportunities, there is also a demand wse are hearing from the community for more information and involvement on campus. Additionally, as IVC emerges from the impacts of the state budget crisis, we need to get out the message to prospective students that we are open for business.

Over the past several years, resources in the Public Relations/Marketing area have been drasticly reduced to the point where a proactive program of marketing and prublic relations for the college has been greatly hindered despite on campous and off campus demands for comprehensive marketing and public relations. The 2013-14 budget is less than half of what it was in 2007. Advertising has been cut almost in half.

V. **FINDINGS & FUTURE DIRECTION** (summarize findings and indicate how the findings have shaped decision making; address areas of concern; provide recommendations for future goals of your program/department; use the attached form to identify goals for the next year; align future program goals to one or more institutional goals, and address applicable needs by listing budget enhancement requests associated with program goals, and select applicable resource plan, i.e. facilities, staffing, technology, professional development, marketing.)

IVC's 2014-2017 Public Relations goals and strategies are to:

1. Establish a fully functioning comprehensive Public Relations capability with appropriate fiscal resources and dedicated personnel. Key Strategy: Benchmark the Public Relations functions at IVC against other colleges of similar size and budget and develop a three year staffing and resource plan commensurate with those colleges.

2. Increase knowledge among IVC Stakeholders regarding programs and issues at IVC through consistent two-way communication that promotes and fosters student and community relations as well as institutional value. Key Strategy: Reach all Valley communities to reinforce personal connections with the college.

3. Continue marketing efforts to seek continued budgeted growth in enrollment. Key Strategy: Maximize use of advertising, social media and other marketing vehicles to cost effectively reach potential students on their own turf.

4. Foster better internal communications. Key Strategy: Reorganize the internal communication structure by establishing an active Public Relations/Marketing organization that can help develop and articulate messages both internally and externally.

5 Support public relations and marketing decisions and initiatives with data-driven evidence of success. Key Strategy: Conduct on-going research to develop data that support Public Relations and Marketing efforts.

VI. **PROCESS IMPROVEMENT OPPORTUNITIES** (Use the attached "Process Improvement Opportunities" form to identify three processes for improvement in terms of: 1) Work efficiency, 2) Cost reductions, and 3) Contributions to student enrollment and/or success. Identify one or more institutional goals supported by each process. Assess progress in attainment of process improvements identified in previous Program Review.)

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SERVICE AREA PROGRAM REVIEW
PROCESS IMPROVEMENT OPPORTUNITIES

PURPOSE: For all IVC programs to engage in continuous process improvements, efficiency evaluation, and implementation of steps to facilitate increased student enrollments and student success.

GOALS: Each process within the departments will be reviewed in terms of: 1) Work efficiency, 2) Potential cost reductions, and 3) Potential contributions for increasing enrollment and/or student success.

DEPARTMENT: Public Relations/Marketing
Opportunities for:
PROCESS #1: Click here to enter text.
Work efficiencies: Click here to enter text.
Cost reductions: Click here to enter text.
Contributions to student enrollment &/or success: Click here to enter text.
Supports Institutional Goal and Objectives:Click here to enter text.
PROCESS #2: Click here to enter text.
Work efficiencies: Click here to enter text.
Cost reductions: Click here to enter text.
Contributions to student enrollment &/or success: Click here to enter text.
Supports Institutional Goal and Objectives: Click here to enter text.
PROCESS #3: Click here to enter text.
Work efficiencies: Click here to enter text.
Cost reductions: Click here to enter text.
Contributions to student enrollment &/or success: Click here to enter text.
Supports Institutional Goal and Objectives: Click here to enter text.

PROGRAM GOALS

A. PAST – EVALUATION OF PREVIOUS CYCLE OBJECTIVES/PROGRAM GOALS (SET IN PREVIOUS YEAR)

List your previous objectives/goals and associated Institutional Goals. All program goals must address at least one of the institutional goals.

PAST PROGRAM GOALS (Describe past program goals.)	INSTITUTIONAL GOAL(S) (Check all that apply.)

1	PAST PROGRAM GOAL #1	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Increase knowledge among IVC Stakeholders regarding programs and issues at IVC through consistent two-way communication that promotes and fosters student and community relations as well as institutional value. Key Strategy: Reach all Valley communities to reinforce personal connections with the college.	☒ 1 ☐ 2 ☐ 3 ☐ 4
	☐ Met ☒ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:** This is an ongoing goal.	

2	PAST PROGRAM GOAL #2	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Continue marketing efforts to seek continued budgeted growth in enrollment, especially in the North County. Key Strategy: Maximize use of advertising, social media and other marketing vehicles to cost effectively reach potential students on their own turf.	☒ 1 ☐ 2 ☐ 3 ☐ 4
	☐ Met ☒ Partially Met ☒ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:** Lack of personnel and fiscal resources has prevented this goal from being fullfilled.	

3	PAST PROGRAM GOAL #3	INSTITUTIONAL GOAL(S)
	Identify Program Goal from Last Program Review: Develop proactive issues management and an internal communications program that will develop institutional awareness and mutual understanding. Key Strategy: Reorganize the internal communication structure by establishing an active Public Relations Committee that can help develop and articulate messages both internally and externally.	☒ 1 ☐ 2 ☐ 3 ☐ 4
	☐ Met ☒ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:** Public Relations/Marketing Committee has been formed but lack of personnel/fiscal resources has prevented establishment of a proactive, organized internal communications program. Issues management is handled by the college's public relations consultant.	

Comments: Goal 4: Support public relations and marketing decisions and initiatives with data-driven evidence of success. Key Strategy: Conduct on-going research to develop data that support Public Relations and Marketing efforts. This goal has also been partially met but it is an ongoing process.

FUTURE – LIST OF "SMART" (SPECIFIC MEASURABLE ATTAINABLE RELEVANT TIME-LIMITED) PROGRAM OBJECTIVES FOR NEXT ACADEMIC YEAR TO ADDRESS PROGRAM IMPROVEMENT, GROWTH, OR UNMET NEEDS/GOALS. ALL PROGRAM GOALS MUST ADDRESS AT LEAST ONE OF THE INSTITUTIONAL GOALS.

FUTURE PROGRAM GOALS (Describe future program goals. List in order of budget priority.)	INSTITUTIONAL GOAL(S) (Check all that apply.)

1	FUTURE PROGRAM GOAL #1 Budget Priority #1	INSTITUTIONAL GOAL(S)
Identify Goal: Establish a fully functioning comprehensive Public Relations/Marketing capability with appropriate fiscal resources and dedicated personnel.		☒ 1 ☒ 2 ☒ 3 ☒ 4
Objective: Benchmark the Public Relations functions at IVC against other colleges of similar size and budget and develop a three year staffing and resource plan commensurate with those colleges.		
Task(s): Public Relations Committee conduct the benchmarking and incorporate findings. Recommendations will be developed by the Public Relations Consultant in cooperation with the Marketing/PR committee. These will be presented to the Executive Council.		
Timeline: December 30., 2014		

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)		BUDGET REQUEST
☐ One-Time ☒ Recurring	☐ Categorical Specify: ☒ General Fund	☐ Facilities ☒ Marketing ☐ Planning & Budget	☐ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☐ Student Services	$0

		☐ Professional Development ☐ Technology ☐ Staffing	

2	FUTURE PROGRAM GOAL #2 Budget Priority #2	INSTITUTIONAL GOAL(S)
Identify Goal: . Increase knowledge among IVC Stakeholders regarding programs and issues at IVC through consistent two-way communication that promotes and fosters student and community relations as well as institutional value.		☒ 1 ☒ 2 ☒ 3 ☒ 4
Objective: Reach all Valley communities to reinforce personal connections with the college through speakers programs, open houses and other outreach		
Task(s): Marketing committee and PR consultant develop specific workplan, identify audiences, messages to individual communities		
Timeline: September 30, 2014		

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)		BUDGET REQUEST
☐ One-Time ☐ Recurring	☐ Categorical Specify: ☐ General Fund	☐ Facilities ☒ Marketing ☐ Planning & Budget ☐ Professional Development ☐ Staffing	☐ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☐ Student Services ☐ Technology	$50,000

3	FUTURE PROGRAM GOAL #3 Budget Priority #3	INSTITUTIONAL GOAL(S)
Identify Goal: Continue marketing efforts to seek continued budgeted growth in enrollment.		☐ 1 ☐ 2 ☐ 3 ☒ 4
Objective: Maximize use of advertising, social media and other marketing vehicles to cost effectively reach potential students on their own turf.		
Task(s): Develop television and a direct mail campaign and build upon current advertising in social media and on the radio and newspapers		
Timeline: Sept. 30, 2014		

EXPENSE TYPE	FUNDING TYPE	RESOURCE PLAN (Check all that apply.)		BUDGET REQUEST
☐ One-Time ☐ Recurring	☐ Categorical Specify: ☐ General Fund	☐ Facilities ☒ Marketing ☐ Planning & Budget ☐ Professional Development ☐ Staffing	☐ SLO/SAO (Student Learning Outcome/ Service Area Outcome) ☐ Student Services ☐ Technology	$100000

TOTAL BUDGET REQUEST	$150000

1. How will your enhanced budget request improve student success?

Comments:

INSTITUTIONAL STUDENT LEARNING OUTCOMES (ISLOs)

ISLO 1	COMMUNICATION SKILLS
ISLO 2	CRITICAL THINKING SKILLS
ISLO 3	PERSONAL RESPONSIBILITY
ISLO 4	INFORMATION LITERACY
ISLO 5	GLOBAL AWARENESS

SERVICE AREA LEARNING OUTCOMES (SAOs)

SERVICE AREA OUTCOMES (Describe learning outcomes.)	**ISLO(S)** [Link SAO to appropriate ISLO(s).]

SAO 1	**SERVICE AREA OUTCOME #1**	**ISLO(S)**
	Identify Outcome:	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:**	

SAO 2	SERVICE AREA OUTCOME #2	ISLO(S)
	Identify Outcome:	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:**	

SAO 3	SERVICE AREA OUTCOME #3	ISLO(S)
	Identify Outcome:	☐ ISLO 1 ☐ ISLO 2 ☐ ISLO 3 ☐ ISLO 4 ☐ ISLO 5
	Measurable Outcome Summary:	
	☐ Met ☐ Partially Met ☐ Not Met **Provide detail on any improvements/effectiveness and detail status on those not fully met:**	